Awqaf and Endowment Board of Trustees Governance

1 – 5 February 2027
Paris - Right Bank business hotel



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Introduction

Endowments and charitable trusts require distinct institutional direction that separates generational asset stewardship from commercial company management. In many philanthropic trusts, nadhir councils struggle with blurred boundaries between waqf founder intent, capital preservation mandates, and day-to-day endowment operations. The Awqaf and Endowment Board of Trustees Governance programme addresses these specific challenges by examining the principles of endowment governance, waqf deed stipulations, and sharia-compliant asset safeguarding. Trustees, council members, and endowment directors examine structural arrangements to establish clear custodial accountabilities and rigorous beneficiary disbursement models. Participants build a comprehensive Endowment Council Development and Succession Framework for their trust in this advanced programme offered by Core Concept.

Course Objectives

- Align endowment council operations with statutory waqf regulations and founder deed stipulations.
- Distinguish custodial trusteeship functions from day-to-day asset and property management operations.
- Formulate endowment council charters that define mutawalli mandates, member terms, and voting procedures.
- Establish prudent disbursement guidelines that protect perpetual principal while fulfilling donor designations.
- Mitigate trustee liability and resolve conflicts of interest through formal disclosure protocols.
- Develop an Endowment Council Development and Succession Framework to sustain generational institutional continuity.

Target Audience

- Chairs and trustee members of family, corporate, and public endowment councils
- Mutawalli representatives and principal stewards responsible for waqf asset administration
- Philanthropic foundation directors and family office trustees directing endowment portfolios
- Legal advisors, sharia compliance officers, and council secretaries supporting waqf trustees
- Founders and benefactors preparing generational transitions and trust deeds for family endowments

Course Outline

Day 1: Endowment Legal Foundations and Trustee Mandates

- The Waqf Deed: Interpreting Founder Stipulations and Perpetual Dedication Principles
- Legal and Fiduciary Custodianship: Trustee Personal Accountability and Statutory Boundaries
- Principles of Endowment Governance: Aligning Fiduciary Custody with Modern Institutional Codes
- Waqf Archetypes: Comparing Family Awqaf, Public Endowments, and Hybrid Charitable Trusts
- Baseline Institutional Diagnostic: Reviewing Council Vulnerabilities and Custodial Gaps

Day 2: Council Structures, Charters, and Mutawalli Delegation

- Designing the Endowment Council Charter: Roles, Quorum, and Deliberation Protocols
- Delegation Architecture: Separating Council Fiduciary Review from Executive Property Management
- Standing Council Working Groups: Investment Review, Sharia Compliance, and Beneficiary Allocation
- Trustee Induction Standards and Skills Profiling for Generational Succession
- Institutional Term Limits and Procedures for Council Member Appointment and Removal

Day 3: Capital Preservation, Spending Policy, and Sharia Oversight

- Intergenerational Equity: Distinguishing Perpetually Preserved Corpus from Distributable Yield
- Endowment Investment Policy Statement: Risk Tolerance, Asset Allocation, and Ethical Restrictions
- Sharia Advisory Integration: Supervising Sharia Compliance in Real Estate and Financial Holdings
- Formulating Defensible Spending Formulas: Smoothing Yield Fluctuations and Managing Inflation
- Beneficiary Impact Monitoring: Verifying Lawful and Deed-Compliant Disbursements

Day 4: Conflict Management, Risk Controls, and Council Evaluation

- Managing Related-Party Transactions, Family Interests, and In-Kind Lease Agreements
- Recusal Protocols and Pecuniary Interest Registers for Endowment Council Members
- Endowment Risk Registries: Hedging Against Asset Impairment, Inflation, and Title Disputes
- Annual Council Self-Review: Evaluating Collective Decision Quality and Trustee Contribution
- Reputational Protection and Compliance Reporting for Charitable and Trust Regulators

Day 5: Generative Stewardship, Case Analysis, and Framework Assembly

- Comparative Case Review: Resolving Deed Ambiguities and Intergenerational Family Disputes
- Distressed Trust Case Analysis: Rectifying Capital Depletion and Breach of Trust Inquiries
- Council Simulation: Navigating Incompatible Beneficiary Demands Under Economic Downturns
- Assembly and Peer Defense of the Endowment Council Development and Succession Framework
- Implementation Roadmap: Presenting Institutional Enhancements to Benefactors and Trustees

Skills You Will Gain

- Waqf Deed Interpretation
- Endowment Custodial Stewardship
- Sharia-Compliant Asset Safeguarding
- Trustee Conflict Resolution
- Intergenerational Spending Policy Design
- Endowment Council Assessment
- Waqf Succession Architecture

Why Attend This Course

- Implement specialized endowment governance practices that respect sacred donor intent while adopting professional institutional disciplines.
- Protect perpetual waqf assets through structured spending formulas, clear investment guidelines, and independent compliance checks.
- Resolve persistent friction between family beneficiaries, council trustees, and professional asset management personnel.
- Conclude the programme with a customized Endowment Council Development and Succession Framework tailored to institutional requirements.

Frequently Asked Questions

How does this programme differ from corporate commercial board training?

Corporate programmes concentrate on shareholder equity and profit maximization. This course addresses perpetual capital preservation, founder deed fidelity, sharia alignment, and generational trust stewardship.

What primary deliverable will participants take back to their endowment?

Every participant compiles an actionable Endowment Council Development and Succession Framework, incorporating tailored council charters, trustee selection profiles, and disbursement controls.